

JEFFERSON COUNTY PUBLIC HEALTH DISTRICT

DBI: JEFFERSON HEALTHCARE – DESIGN-BUILD PROJECT

- JEFFERSON HEALTHCARE SOUTH CAMPUS REPLACEMENT & ADDITION

The Jefferson Healthcare (JH) Owner's staff has little DB experience with exception of Chris O'Higgins. JH is relying heavily on OAC and Perkins to draw their DB experience from.

1. Who will be the everyday contact to the would-be selected DB contractor?

Aaron Vallat, Jefferson Healthcare Construction and Planning Manager, is the main point of contact for this project and the Design-Build team. Aaron will be fully supported through Design-Build procurement, preconstruction, design, construction, and transitioning by the OAC Services team.

2. From a managerial perspective, OAC's, Derek Rae is the direct report to JH. OAC is supporting this team with Brent Wilcox and Mimi Thomas.

Please refer to revised Organization chart for clarity. The OAC Services team will be led by Brent Wilcox, Program Manager. Brent will be supported by OAC's executive team of healthcare and Design-Build experts, including Derek Rae, Dan Chandler, Melissa Teichman, and others. Derek Rae will be the program Principal-in-Charge, responsibilities include contract signing authority and general team oversight. Dan, Progressive D-B Advisor, will be supporting the Design-Build procurement phase, providing feedback and expertise related to the Design-Build contract. Melissa Teichman will serve as OAC's Executive in charge as her background in both Healthcare and Alternative Delivery will be an asset to the program. We utilize this executive support team approach as we believe it is critical to the program's success to have both Design-Build and Healthcare expertise in concert. This approach will also ensure Brent and Aaron have the appropriate resources at their disposal throughout the project. Mimi will also engage throughout the project, providing Project Coordinator support.

- a. Please discuss any other project commitments, or duties for Brent and Mimi, during the planning, design and construction phases of this project?

Brent will be fully committed to this project through its entirety. 90% of Brent's time is dedicated to Jefferson Healthcare, while 10% is allotted for various training and commitments within OAC operations and general business administration tasks. Mimi will be 25-50% dedicated to this program. She is support staff to both Brent and the healthcare practice group at OAC Services.

We believe OAC's executive support team, combined with Brent's healthcare expertise, is appropriate for this phase of the program. As we onboard the D-B team, OAC will bring in additional project management support for the design and construction as needed.

- b. It doesn't appear Brent and/or Mimi have managed a similar project of size, complexity, and value, using any form of DB procurement.

- i. Please clarify how their past projects are relevant to this project?

Brent managed the Mason General MOB GC/CM program, valued at \$44m (Program value), and also led their recent agency GC/CM approval. Brent was engaged during design and construction of their program. The Mason General MOB project included make-ready infrastructure work, ground-up structure as well as intricately phased tenant

improvements, and coordination with existing patient care. Brent has worked within the Swedish, Overlake, and Mason General healthcare systems to ensure 24/7/365 patient care was maintained throughout complex and intricately phased projects. Although smaller in scale and value, the projects Brent oversaw at Mason General and Swedish were extremely complex, heavily phased, and required detailed knowledge of fully operational acute healthcare.

Brent’s lack of public Design-Build experience is being augmented by Dan Chandler, Melissa Teichman, Derek Rae, and others within the firm. Brent will be receiving on-the-job Design-Build training through this approach. Mimi is providing Project Coordinator support. She is involved in the King County Harborview Maleng Progressive Design-Build program as well as other alternative delivery programs at OAC.

Brent’s history of successful GCCM projects, recent completion of DBIA training, and Associate DBIA accreditation will give him the perfect foundation to support this PDB program at Jefferson Healthcare. Brent will be supported heavily by Melissa Teichman and Dan Chandler during procurement and design as both these team members have PDB experience.

Dan Chandler and Melissa Teichman’s Design-Build experience includes large scale behavioral health/justice and healthcare programs such as King County Children & Family Justice Center D-B (\$242M program) and King County Harborview Maleng PDB (\$75M program). Other similar size and complexity of programs include Derek Rae’s St. Michael Medical Center IPD (\$500M program). Because there are very few D-B healthcare projects in Washington State, we supplement our staff and expertise by providing both alternative delivery experience and healthcare experience.

- ii. Please clarify their level of involvement on the projects detailed on P. 13, the Consultant Team Experience Table.

Brent’s level of involvement on the Consultant Team Experience table is further identified below:

Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phase		
				Pre-Design	Design	Construction
OAC Services, Program Manager	Mason General Hospital - Medical Office Building	\$35M	GC/CM	PM (10%)	PM (90%)	PM (90%)
	Swedish Issaquah Medical Surgery Renovation and Bed Expansion*	\$11M	GC/CM Private	PM (75%)	PM (75%)	PM (100%)
	Overlake OBGYN Tenant Improvement*	\$3M	GC/CM Private	PM (25%)	PM (50%)	PM (100%)
	Swedish Cherry Hill Observation Bed Expansion*	\$4.5M	GC/CM Private	PM (25%)	PM (50%)	PM (100%)
	Bellevue Eating Recovery Center*	\$8M	GC/CM Private	PM (25%)	PM (50%)	PM (100%)

Mimi was not listed in the Consultant Team Experience Table as she is mainly providing Project Coordinator support. However, Mimi is presently working on the King County Harborview Maleng Progressive Design-Build project in a similar support role.

- iii. How will they integrate and support the JH staff?

The OAC team, led by Brent Wilcox, will work day-to-day with Aaron Vallat throughout the project program. Brent and Aaron will develop a strategy that includes both in-person and virtual support so they can engage on a daily basis with the full project team. Once the Design-Builder is on board, the team may elect to utilize a Big Room approach as on-site interactions will allow for a high level of engagement with the end users.

Please refer to the updated Organization Chart for additional clarifications.

This program has the full support of the Jefferson Healthcare CEO, dedicated in-house Construction Manager Aaron Vallat, Facilities Director Chis O'Higgins, as well as PM/CM support from OAC to ensure contracting is fair, procurement processes are aligned with RCW, and staff is fully engaged. Jefferson Healthcare will be fully engaged and a collaborative partner throughout planning, design, and construction. Jefferson Healthcare and OAC will manage and guide communication, schedule, budget, risk, procurement, and prioritize efficient decision making.

Both Jefferson Healthcare and OAC Services are invested in the principles and benefits of Design-Build delivery. Each firm has displayed commitment by sending staff to Design-Build training and receiving Associate DBIA accreditation. OAC Services recently held DBIA training at their office, inviting Owners, GC's, Architects, and internal staff to attend.

- c. It appears Dan Chandler, the OAC President is a PDB advisor to Brent. Derek or Melissa are not direct reports to Brent.

Dan Chandler is a Senior Vice President at the firm. Shawn Mahoney is OAC's President and CEO.

- i. Who will be Brent's OAC principal Executive during this project?

Melissa Teichman will serve as the Executive in charge from OAC Services, while Derek Rae, PIC, will have overall signing authority on behalf of OAC Services. Melissa Teichman will play a crucial role supporting Brent and Jefferson Healthcare, dedicating 50% of her time during D-B procurement, and then 25% and 15% respectively during Design and Construction. Brent will be supported by OAC's executive team of healthcare and Design-Build experts, including Derek Rae, Dan Chandler, Melissa Teichman, and others.

We utilize this executive support team approach to ensure Brent and Aaron have the appropriate resources at their disposal throughout the project. It is our intent to bring an appropriate balance of the critical components of both healthcare and Design-Build experience to this project. Jefferson Healthcare has OAC's support and commitment from leadership to ensure the success of this program.

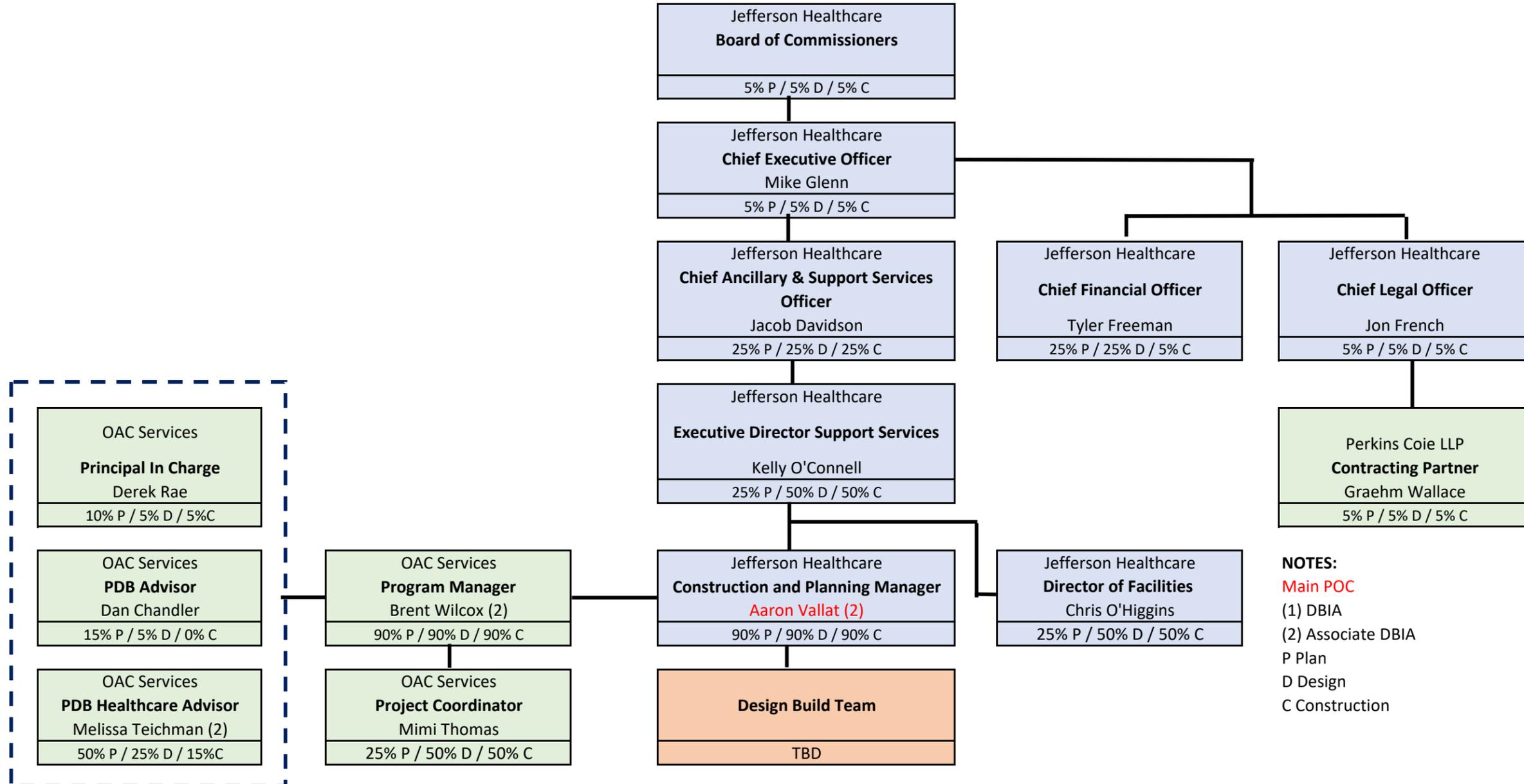
- ii. Will this person support this team for more than one day a week?

Please refer to the response to 2c.i above. Melissa Teichman will dedicate 50% of her time, or 2.5 days/week, during D-B procurement, and then 25% and 15% respectively during Design and Construction.

Brent Wilcox is an experienced healthcare program manager with alternative delivery proficiency and recently completed his Assoc. DBIA. Brent is supported by Melissa Teichman (also Assoc. DBIA) 2.5 days/week during PDB procurement. Both Dan and Derek will provide support of 4-6 hours per week/each during PDB procurement to ensure the project is set up for success. Derek will engage as appropriate throughout the project. Dan's main focus is D-B procurement and contracting.



**Jefferson Healthcare South Campus Replacement & Addition
Organizational Chart**



NOTES:
 Main POC
 (1) DBIA
 (2) Associate DBIA
 P Plan
 D Design
 C Construction